

Appendix 4

SWOT Analysis

Management Vision and Control

Strengths	Weaknesses
<ul style="list-style-type: none"> • Recognized strong leadership from the secretary • Very strong programmatic leadership in agencies • Adoption of performance based management concepts, expectations and practices • Good regulatory and financial compliance infrastructure 	<ul style="list-style-type: none"> • Leadership is vulnerable due to lack of workforce planning and potential “brain drain” • Lack of focus on operations • Reactive vs. proactive management focus • Manual process inefficiencies • Much responsibility with little authority • Layered internal and external oversight and review • Too much emphasis on activity instead of value added and outcomes • Federal dollars are pursued even when state matching funds cannot be sustained over time • Inefficient disbursement of staff in multiple locations
Opportunities	Threats
<ul style="list-style-type: none"> • Establish culture of continuous improvement • Increase programmatic coordination • Development and utilization of better management tools <ul style="list-style-type: none"> ○ Program Management Database (PMD) ○ Integration of PMD, Contracts and Monitoring systems ○ Integration of PMD with budget processes ○ Grants coordination • Increase emphasis on management operational skills as a means to enhance program effectiveness and operational efficiencies • Establish routine workforce planning • Expand LeadershipDHHS to identify and train future leadership • Becoming more proactive (i.e., focusing on prevention, disaster planning, cost containment, etc.) 	<ul style="list-style-type: none"> • Limited resources to compensate management talent • Restricted management authority due to internal and external review • Cyclical changes in upper management can lead to: <ul style="list-style-type: none"> ○ Loss of continued support for positive/effective initiatives ○ Re-education and delays (exec staff) ○ Management void (at beginning and end of administration) • Limits on ability to easily use various data sources for management decisions making